

# NOMINATION OF PAMELA HUGHES PATENAUDE

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## HEARING

BEFORE THE

### COMMITTEE ON

### BANKING, HOUSING, AND URBAN AFFAIRS

### UNITED STATES SENATE

ONE HUNDRED EIGHTH CONGRESS

SECOND SESSION

ON

THE NOMINATION OF PAMELA HUGHES PATENAUDE, OF NEW HAMPSHIRE,  
TO BE ASSISTANT SECRETARY OF COMMUNITY PLANNING DEVELOPMENT,  
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

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OCTOBER 5, 2004

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# C O N T E N T S

**TUESDAY, OCTOBER 5, 2004**

	Page
Opening statement of Senator Allard .....	1
Opening statements, comments, or prepared statements of:	
Senator Sarbanes .....	2
Senator Sununu .....	3
Senator Dole .....	4
Senator Carper .....	5

## WITNESSES

Jeb Bradley, a U.S. Representative in Congress from the State of New Hampshire .....	5
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## NOMINEES

Pamela Hughes Patenaude, of New Hampshire, to be Assistant Secretary of Community Planning and Development, U.S. Department of Housing and Urban Development .....	6
Biographical sketch of nominee .....	13



**NOMINATION OF  
PAMELA HUGHES PATENAUDE, OF NEW HAMPSHIRE,  
TO BE ASSISTANT SECRETARY OF COMMUNITY  
PLANNING AND DEVELOPMENT, U.S.  
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT**

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**TUESDAY, OCTOBER 5, 2004**

U.S. SENATE,  
COMMITTEE ON BANKING, HOUSING AND URBAN AFFAIRS,  
*Washington, DC.*

The Committee met at 2:32 p.m., in room SD-538, Dirksen Senate Office Building, Senator Wayne Allard, presiding.

**OPENING STATEMENT OF SENATOR WAYNE ALLARD**

Senator ALLARD. [Presiding]. The Banking Committee will come to order.

First, I just want to review briefly how we have laid out the agenda for this afternoon. We will have the Chairman's statement; then we will have opening statements from Senator Sununu and Senator Dole; and then I will give Congressman Bradley an opportunity to make a few introductory remarks. Then we will swear in the witness, have a statement from the witness, and then questions from the Committee; and if Members come in with statements that they would like to make during the introductory part of it, before we have a statement from Ms. Patenaude—is that the way we pronounce your name?

Ms. PATENAUDE. Correct.

Senator ALLARD. Then, at the time that we are ready to take your testimony, Ms. Patenaude, we will have you take an oath prior to your statement.

I will go ahead and make an opening statement.

I would like to welcome you, Pam, to the Committee on Banking, Housing and Urban Affairs, and I appreciate you appearing before the Committee today.

You are nominated to be the Assistant Secretary of Community Planning and Development at the Department of Housing and Urban Development, and this is a significant responsibility as CPD oversees many of HUD's most popular programs, including the Community Development Block Grants, commonly referred to as CDBG; HOME; American Dream Downpayment; Housing Opportunities for Persons with AIDS; and YouthBuild, as well as Homeless Assistance.

These programs are generally well-run, as they are not currently on GAO's high-risk list, unlike most other HUD programs. That does not mean, however, that we cannot make changes to improve the programs.

As Assistant Secretary, I am hopeful that Ms. Patenaude will work closely with the Congress to make suggestions as to how we can improve both the effectiveness and efficiency of the CPD programs.

I would like to note one particular concern I have with the CDBG program, and that is the increasing number of set-asides and earmarks in the program. Last year's omnibus appropriations bill contained nearly 1,000 community development earmarks. CDBG was designed to be a formula distribution program, and earmarks simply reduce the amount of money that is available to jurisdictions under the formula.

Even more distressing, by circumventing the normal process, projects that do not qualify even under CDBG's extremely broad guidelines are able to receive money. I recognize that this is the doing of Congress, not the Department, but I am hopeful that you, Ms. Patenaude, will join me in calling for an end to community development earmarks. I support the formula distribution, and I believe Congress should stick to the formula.

As I have indicated in many previous hearings, I believe HUD must focus on its core mission to provide decent, safe, sanitary, and affordable housing. Good leadership involves a clear vision. Key HUD staff must have a clear set of performance goals in mind as well as ways in which the Department and Congress can measure progress in achieving those goals.

Additionally, it is critical to consider the long-term sustainability of any program at HUD. The Government Performance and Results Act, or simply the Results Act, is a powerful tool toward that end. I would encourage our nominee to become familiar with HUD's Strategic Plan, Annual Performance Plans, Annual Accountability Reports, and financial statements. If properly utilized, they can help you achieve success in meeting the Department's mission.

Again, thank you for your willingness to serve at HUD and to appear before the Committee. I look forward to working with you to provide decent, safe, affordable housing for American families.

I now call on the Ranking Member for an opening statement.

#### **STATEMENT OF SENATOR PAUL S. SARBANES**

Senator SARBANES. Mr. Chairman, thank you very much.

I want to add my words of welcome to Ms. Patenaude for appearing before us today. You have had a long record of service. In particular, I know of your ongoing work at HUD, which started more than 20 years ago as an intern. I am trying to recall whether we have had a HUD intern come before us to be an assistant secretary. We need to check that out.

You have served in a number of capacities at the Department, in a number of different offices, expanding your responsibilities each time. I think this has given you a breadth of experience at the Department which will surely be of help in carrying out responsibilities as the Assistant Secretary for Community Planning and Development.

The programs administered by that assistant secretary I think are extremely important—HOME, CDBG—and they involve, of course, close partnerships with State and local governments, between the Federal Government and the State governments or the local government, and also the private and nonprofit sectors. In that regard, you have served, I think, if I recall your résumé correctly, at both the local level and the State government in dealing with assisted housing and economic development, and you have also worked on housing in the private sector.

This experience I would hope would help you to make a more effective administrator of these critical programs, about which I will ask a few questions after we hear your opening statement.

Mr. Chairman, thank you very much.

Senator ALLARD. Thank you very much, Senator Sarbanes.

Now we will go to Senator Sununu for an introduction and then Senator Dole.

Senator Sununu.

#### **STATEMENT OF SENATOR JOHN E. SUNUNU**

Senator SUNUNU. Thank you very much, Mr. Chairman.

It is a pleasure to be here and a pleasure to welcome Congressman Bradley as well, who ably took my place in the House. It is nice to have him on this side of the Capitol.

Senator SARBANES. Big shoes to fill, Congressman Bradley, aren't they?

Senator SUNUNU. It is a pleasure to welcome him and it is an honor to join with Senator Judd Gregg in offering our delegation's very strong support for the nomination of Pamela Patenaude to be Assistant Secretary for Community Planning and Development.

I want to welcome all of her family members—I know there are a number of them here—but a special note to Bob and Estella, her parents, and of course, her husband Chuck. It is great to see them here before the Committee.

Pam brings great experience to this job and this opportunity, as you mentioned, Mr. Chairman—over 22 years of experience in housing, but also in areas of finance and community and economic development, which are going to be central to her success in this new job.

That experience goes back to our home State of New Hampshire, where we were neighbors in Bedford, and Pamela originally served as one of the planning board members, getting her feet wet, as it were, in interests of community and economic development. She has shown her commitment time and time again to those issues as a volunteer in many areas, but also as an outstanding professional.

She has served in a formal capacity now for nearly 8 years at HUD and understands the critical role that HUD plays and its impact on families and the impact it can have on communities that are working to improve the economic picture for those families.

She has worked in New Hampshire as the administrator of our Section 8 housing program, so has that firsthand experience that will really make a difference in overseeing some of the programs that were mentioned earlier by the members.

Most recently, she served as Assistant Deputy Secretary for Field Policy and Management, again in a role where oversight is impor-

tant, management criteria are very important, and in a role that has brought her in day-to-day contact with a lot of those working for HUD in the field to make the programs mentioned, whether CDBG or HOME or other initiatives, really work on the ground.

Time and again, Pamela has shown great commitment to increasing homeownership, to supporting community development, and to increasing access to affordable housing—all issues that have been spoken of at great length in the many hearings that the Banking Committee has had on these issues.

We all know how tough it is to find people who are qualified, who bring great professional and personal skills to their work, when they could earn a lot more money in the private sector. We want those qualified individuals to be willing to serve in public service, to be willing to serve in Government, because of the great value they can make for so many people, and we are very fortunate to have someone as qualified as Pamela Patenaude to step forward and show not just an interest but a real dedication to her career in public service.

It is an honor and a pleasure to welcome her and to offer great support along with Senator Judd Gregg for her nomination.

Thank you, Mr. Chairman.

Senator ALLARD. Thank you.

Senator Dole, would you like to make an introduction?

#### **STATEMENT OF SENATOR ELIZABETH DOLE**

Senator DOLE. Thank you, Mr. Chairman.

Certainly it is an honor and a privilege to join my colleague from New Hampshire, Senator Sununu, in welcoming to the Committee a very dear friend, Pamela Hughes Patenaude. We have known one another for many years now, and it is so good to see her husband Chuck, her three beautiful daughters—Caitlin, Meghan, and Jennifer—and of course, my friends Bob and Estella Hughes—it is wonderful to see you today—and Pam's brother Kevin; and I think there are some additional family members in the audience. So welcome to all of you. It is a real joy to be with you today.

And certainly I believe President Bush and Secretary Jackson have selected an outstanding individual to fill this critical position. Pam holds a master's degree in community economic development. She has worked, as we have heard, in the field for 22 years at the Federal, the State, and the local levels of government in this particular field.

For the past 3 years, Pam has served, as you have heard, as Assistant Deputy Secretary for Field Policy and Management at HUD. This position oversees the 80 field offices throughout the country that deliver HUD programs to our citizens, and under Pam's leadership, HUD field offices have a new focus on customer service, professionalism, and efficiency.

My office knows firsthand that HUD's North Carolina staff is responsive to needs of our communities and constituents, and it has been my pleasure to work with Pam on some of these issues. She is also dedicated to building stronger communities through philanthropic and civic organizations.



I am particularly proud of Pam's service to the Greater Manchester Chapter of the American Red Cross, an organization that is very near and dear to my heart.

Pamela Hughes Patenaude is a woman with outstanding credentials and experience in housing and community development. This intelligent and well-qualified woman is from a family that represents New Hampshire's civic generosity and integrity, and I enthusiastically endorse the nomination, Mr. Chairman, and look forward to speedy consideration by the Committee.

Thank you.

Senator ALLARD. Thank you.

Before I call on Representative Bradley, I would like to see if Senator Carper has an opening statement.

#### **COMMENTS OF SENATOR THOMAS R. CARPER**

Senator CARPER. Thank you. I do not have a statement. I just want to welcome the nominee and her family, and wish her the best of luck in the future.

Senator ALLARD. Thank you.

Congressman Bradley.

#### **STATEMENT OF JEB BRADLEY A U.S. REPRESENTATIVE IN CONGRESS FROM THE STATE OF NEW HAMPSHIRE**

Mr. BRADLEY. Thank you very much, Chairman Allard, and all the other Members of the Committee.

It is really a pleasure for me to be here this afternoon and join with Senator Sununu and Senator Dole in supporting the nomination of Ms. Patenaude to this position.

My office has also worked closely with her, and we have found her to be exceptional in pursuing her duties, and on behalf of all of us in the New Hampshire delegation, I do not think we can stress enough what a great opportunity this is, not only for the State of New Hampshire but also our entire country, in housing and urban development. So, I am pleased to be able to be here and support Ms. Patenaude.

Thank you.

Senator ALLARD. Thank you.

Now we will go ahead and ask the witness to stand and raise your right hand.

Do you swear or affirm that the testimony that you are about to give is the truth, the whole truth, and nothing but the truth, so help you God?

Ms. PATENAUDE. I do.

Senator ALLARD. Do you agree to appear and testify before any duly-constituted committee of the Senate?

Ms. PATENAUDE. I do.

Senator ALLARD. Thank you.

We would be glad to hear from you now, and if there are any other members of your family that you would like to introduce—it sounds like they are pretty familiar to the Committee already—you are certainly welcome to make that introduction at this time.

**STATEMENT OF PAMELA HUGHES PATENAUE  
OF NEW HAMPSHIRE, TO BE ASSISTANT SECRETARY  
FOR COMMUNITY PLANNING AND DEVELOPMENT  
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT**

Ms. PATENAUE. Thank you, Mr. Chairman, Ranking Member Sarbanes, and distinguished Members of the Committee. It is an honor and a privilege to appear before you today as President Bush's nominee for Assistant Secretary for the Office of Community Planning and Development at the Department of Housing and Urban Development. Thank you, Senator Sununu and Senator Dole, for your very kind words of introduction. I would also like to thank Congressman Bradley for his well wishes, too. I am delighted to introduce my wonderful family, whose love and support has helped make this day possible—my husband Chuck; our three beautiful daughters, Caitlin, Meghan, and Jennifer; my mom and dad, Bob and Estella Hughes; my brother Kevin; and my cousins Judy and Caroline Wenners. I also want to thank the many colleagues and friends who are here with me today.

President Bush and Secretary Jackson have built a tremendously qualified team at HUD, and it has been an honor to serve with these talented individuals over the last 3 years. If confirmed, I will be fortunate to be following in the footsteps of Deputy Secretary Bernardi, whose leadership in CPD has been outstanding. I hope to build on his achievements and look forward to working with the many fine professionals in the Office of Community Planning and Development.

As the Assistant Deputy Secretary for Field Policy and Management, I provide the leadership and oversight of the Department's 80 field offices. Those field office are making considerable progress in achieving two very important goals—increasing minority homeownership and ending chronic homelessness.

Under the President's homeownership agenda and the leadership of this Committee, for the first time in our Nation's history, more than 50 percent of minority families are proud homeowners. Also, we have reached a record level of homeownership overall. Today, nearly 70 percent of American families own their own home. Progress is being made, but the minority homeownership gap remains, and it is far too wide.

President Bush has also challenged the Nation to end chronic homelessness by the year 2012. Last year, HUD distributed a record \$1.3 billion in competitive homeless assistance grants. These grants for housing and services are helping 700,000 individuals begin their journey to a place they can call home.

I share the President's commitment to homeownership as the key to stronger, healthier communities and financial independence. I am also here today to assure the Committee of my ability to fulfill the duties as Assistant Secretary for the Office of Community Planning and Development.

As you have heard, I bring 22 years of experience in housing and economic development. I have an understanding of the HUD organizational structure and programs, and a genuine appreciation and respect for the policymaking and oversight of the Congress.

As you heard from Chairman Allard, my deep commitment to the mission of HUD was ignited during my college internship more

than 20 years ago. I have the enthusiasm, leadership qualities, and track record to make an immediate and positive contribution as the Assistant Secretary for the Office of Community Planning and Development.

I am sincerely grateful to President Bush and Secretary Jackson for the trust they have placed in me. If confirmed, I will honor this trust through commitment, tenacity, and a steadfast sense of duty. I pledge to work in concert with this Committee in promoting accountability in meeting the needs of our Nation. My heartfelt thanks to all of you for affording me this opportunity today.

Mr. Chairman, I would be happy to answer any questions you may have.

Senator ALLARD. Thank you for your statement.

I am going to start off with the American Dream Downpayment Act.

As you are well aware, last year, it was signed into law and implemented. So, I am just interested in a status report—where are we in implementing the programs related to that American Dream Downpayment Act? Right now it is a top priority of the Administration. Do you believe that that should continue as a top priority? If you could talk about that a little bit, I would appreciate it.

Ms. PATENAUE. Thank you, Mr. Chairman.

As you know because you were there for the bill-signing, President Bush signed the American Dream Downpayment Act into law in December of 2003. I am very happy to report today that the fine career staff at HUD worked very diligently to get the rule published, and in late May/early June, the funds were distributed to participating jurisdictions, and today more than 1,600 families have benefitted from the American Dream Downpayment Act and are proud homeowners.

As to whether or not it should continue to be a priority, yes, I feel very strongly that homeownership should be a top priority.

Senator ALLARD. Okay. The other issue that I wanted to bring up is the CDBG formula.

As you are very much aware, two programs that have the largest formula distribution programs at HUD are the CDBG dollars, as well as HOME. I personally support the formula-based programs because they do provide the local flexibility and some predictability.

However, some questions have been raised regarding the formula factors. As a matter of fact, HUD is currently studying alternative formula factors.

My question is when can we expect the report, and are you willing to work with the Congress to carefully evaluate the factors, including their fairness to different regions of the country?

Ms. PATENAUE. Mr. Chairman, I am aware of the study. I understand that the draft study is under consideration by my colleague, the newly appointed Assistant Secretary, Donna Shea. I am not familiar with the contents of the study at this time, but I can assure you that I will work very closely with you and this Committee in evaluating any suggestions or improvements that can be made to the formula allocation.

Senator ALLARD. Each question I have gets a little tougher. The third one that I do want to give you an opportunity to answer is

on those programs that relate to the homeless—and you used some of the homeless figures in your comments here to the Committee. But they have a number of programs that have been designed for the homeless, and there is some concern that has been expressed about some of them being duplicative, and as a result of that, several different members have proposed consolidating HUD's homeless programs.

Members of this Committee and, I think, the Administration are searching to see if there is a compromise on how some of the programs may be consolidated and structured to better serve the homeless. My question is would you give us some comments on that, and are you willing to work with us to find a way to better serve the homeless?

Ms. PATENAUE. I am familiar with the efforts underway between HUD and Members of the Committee to consolidate the three competitive homeless programs, and I very much favor that to help our communities streamline these applications and to reduce the burdens.

Senator ALLARD. The Office of Management and Budget recently rated the CDBG program as ineffective and that the program suffered from unclear purpose, loose targeting requirements, and lack of results. Could you please elaborate on OMB's concerns?

Ms. PATENAUE. Mr. Chairman, I have not seen it, although I am aware of this rating, "moderately effective," that the CDBG program was rated by OMB using the PART assessment tool.

I am not sure that there was enough information—perhaps there was a lack of data—and I understand that the people in CPD are working closely with OMB at this time.

Senator ALLARD. Yes, I think it has a lot of strong support here in the Congress, and I think that we can hopefully get some cooperation working with you on how we can best address any problems that might be brought by the OMB report. I think it is highly unlikely that there will be any real drastic changes, but I do think it is something that we need to look at. We need to look at the OMB report. And in our budget process now, we are beginning to have more feedback because of the results program that we have in place about how various agencies are able to set goals and meet the objectives of those goals.

So, I will look forward to working with you, and I think the Chairman will look forward to working with you, too, on that.

My time has expired, and I will call on Senator Sarbanes for his questions.

Senator SARBANES. Thank you very much, Mr. Chairman.

Ms. Patenaue, in your opening statement, you talked about the goal of expanding homeownership, which I think we all share, and also the goal of ending homelessness, obviously a critical objective.

I do not think most homeless people are automatically positioned to move from homelessness to homeownership. It seems to me we need an adequate rental housing program to assure that low-income people have stable, affordable, and safe housing options.

What is your view on the importance of affordable rental housing, and how does rental housing fit in with the mission of the Office of Community Planning and Development?

Ms. PATENAUE. Thank you, Senator, for the question.

As you know, the HOME Program can be and is used very often for the production of affordable housing, as well as the Community Development Block Grant Program.

I certainly agree that there is a need for affordable housing.

In regard to the homeless question, we are working very closely with the newly revived Interagency Homeless Council, working with States and cities to help them create their own 10-year plans to deal with homelessness in their communities.

Senator SARBANES. Do you see rental housing as an important vehicle by which to get from homelessness eventually, perhaps, to homeownership?

Ms. PATENAUE. I think it is one option.

Senator SARBANES. What are the others?

Ms. PATENAUE. To move to permanent housing.

Senator SARBANES. Permanent homeownership, or rental? I guess the question I am asking is how realistic is it to think we can move people from homelessness to homeownership without transitioning them through other stages which would involve, presumably, rental housing.

Ms. PATENAUE. Well, certainly our goal is to move them out of shelters into suitable housing. And with the help of the Interagency Council, we are working very, very closely with other Cabinet departments to provide the services that these individuals need.

Senator SARBANES. I would observe that I think both the Homeless Assistance funds and, as you note, the HOME funds can be used on rental housing, and I think we need to keep that in mind as we try to accomplish this transition, as we try to move people out of homelessness into permanent housing, but which in my view would generally have to be rental housing, at least in the initial stages. Otherwise, I think it is very difficult to accomplish that.

One of the challenges that HUD faces in the coming years is an aging workforce. Many of the experts that HUD relies on will soon be eligible for retirement. Now, you are one of those experts, but you are not near eligible for retirement yet. But what are your comments about this problem? What can HUD do to ensure an adequate and skilled workforce in the future?

Ms. PATENAUE. Thank you, Senator Sarbanes.

I believe that Secretary Jackson is very well aware of the succession issue at HUD and is working very closely with the Assistant Secretaries in the Office of Community Planning and Development. They already have a leadership program underway. We have aggressively recruited Presidential Management Interns, which I believe are now referred to as Presidential Management Fellows.

The Career Intern Program was reinstated at HUD, and we just graduated our first class of over 150 interns who went through a 2-year training program, and many of these individuals already had experience in the private sector and the nonprofit sector.

We also had a very active college internship program this summer, and I feel that that is a wonderful way to recruit young men and women into public service.

Senator SARBANES. You did this first training program for the field offices—the National Management Training Symposium for your 700 managers and executives. What did you draw from that in terms of the future for HUD, in terms of the people who are

down the line working for HUD, and what do you think the prospects are?

Ms. PATENAUE. The first training that was conducted in December 2002 was to launch our new Strategic Plan, as required under the GPRA or the Results Act. I believe it was very, very effective. It was an opportunity for Secretary Martinez to lay out his agenda.

The followup training that was conducted in May of this year was an opportunity to look back and see if in fact we were effective and are effective in promoting the goals of our Strategic Plan. It was also a tremendous communication opportunity for the managers and executives in the field to work with the managers and executives in headquarters.

Senator SARBANES. What was the reading you took of the quality of people you have out in the field?

Ms. PATENAUE. I am very, very proud. Many of them are here, sitting behind me. I think we have some of the best and the brightest at HUD and very, very dedicated professionals in the field.

Senator SARBANES. I noticed in looking at the questionnaire you submitted to the Committee, where they ask about services rendered to all political parties or election committees during the last 10 years, you have been quite active. Actually, I think that is a good thing. I like to see people participate in the political process. But the question I want to put to you is whether you are able to separate your political involvements from the substance of the work you have to do at the Department, because obviously, you will be supervising and working with people who may hold different political views, may not have any political views at all, may not really be into the political process.

So the question is on the one hand, are you able to undertake this political activism but not bring it over into the work environment where, of course, you need to act in an entirely different context? Has that at any point been a problem for you and would you foresee it being a problem?

Ms. PATENAUE. Senator, at a very young age, my parents encouraged me to get involved in the democracy of our country, and I have enjoyed being involved in political campaigns. I have never let it interfere with my professional activity at work, and I feel that I have been able to manage my professional life, my personal life as a mother, and my limited political activities. Certainly since I arrived in Washington in August 2001, my time has been very limited with outside activities. And I can assure you I will never let my political philosophies interfere with being fair with the taxpayers' money.

Senator ALLARD. Senator Sarbanes, your time has expired. I do not know how many more questions you have.

Senator SARBANES. I have one more, if I could, Mr. Chairman.

Senator ALLARD. Is that okay with you, Senator Sununu?

Senator SUNUNU. Yes. Go ahead.

Senator ALLARD. Senator Sarbanes.

Senator SARBANES. I appreciate that answer. I think it is very important, and I think we need to be clear that we welcome the political activity, but it cannot be brought over into the substantive area of professionalism with respect to the work of the Department.

In the past, Members of this Committee, including myself, have on occasion faced unnecessary delays in getting critical information from HUD when we have made requests for data on program and budget information. Do we have your commitment that you will provide information to Members of the Committee regarding program operations, management, and other information which is relevant to the Committee's oversight activities without undue delay?

Ms. PATENAUE. Absolutely. I will commit to this Committee to be responsive in a timely fashion and work closely with our Office of Congressional Relations in responding to requests from this Committee.

Senator SARBANES. Good.

Thank you very much, Mr. Chairman.

Senator ALLARD. Thank you.

Senator SARBANES. Senator Sununu, thank you very much for letting me continue.

Senator ALLARD. Senator Sununu.

Senator SUNUNU. My pleasure.

I do want to begin by underscoring the point made by Senator Sarbanes about the distinction between two important issues that we deal with, one, homelessness, and two, homeownership.

With regard to homelessness, as the nominee, Pamela Patenaude, has indicated, there are a number of different options and programs that are out there that can address the homelessness issue—rental-based programs, Section 8 programs, voucher-based programs, group homes—but I think it is important to recognize that with all of these options, those that are most successful tend to be community-based, and that is why I think it is important, as Chairman Allard has indicated, that we look at ways where appropriate to consolidate this funding and get it to the local level so that different types of approaches to deal with homelessness can be developed.

With respect to homeownership, I think our goal, whether you are in subsidized housing or not, is to move from the rental situation to an equity situation where you can build financial equity and the security that comes from homeownership. And I certainly hope and feel confident that our nominee will do that.

I want to ask one question, or ask you to describe one particular thing for us, and that is to talk a little bit about your experience in the field and in your current position. Could you discuss for us what you have learned from that and any observations or skills that you hope to bring from the field management role to Community Planning and Development?

Ms. PATENAUE. Thank you, Senator Sununu.

I have had a wonderful opportunity to work with the field for over 3 years now, and in my previous time at HUD, I also worked with the field. When Secretary Martinez and Secretary Jackson arrived at HUD, they found that there was little support for the field, if you will, from a decisionmaking standpoint. They made the decision that it was very, very important for the local HUD offices to be able to make decisions based on the needs of the community.

I am happy to report that that is happening today, and I hope that the relationship that I built with the Office of Field Policy and

Management will help me to establish a strong bond with the Community Planning and Development directors in the field.

Senator SUNUNU. Thank you very much.

I do not want to belabor the Committee. I think my strong sentiments toward the nominee are well-known.

I want to wish Pamela great success in the job.

I know that Mrs. Dole had a meeting in the Majority Leader's office, but I do want to join with her in encouraging the fastest possible consideration when we have a well-qualified candidate and a relatively noncontroversial post. I hope we can move this nomination forward, and I am willing to do anything necessary to help the Committee complete that work.

Thank you very much. Thank you, Pamela and the Hughes family, and thank you, Mr. Chairman.

Senator ALLARD. Thank you, Senator Sununu.

Senator Sarbanes do you have any more questions?

Senator SARBANES. No.

Senator ALLARD. I have just one that I would like to follow up with, and it is on results and performance-based measurements. You will be dealing a lot with local governments and private contractors and so on. Have you given some thought to how you can put together a management program where you can get some measure of performance from these individuals who are managing the grants so that you can pass your results and successes on to the Congress—or failures on to the Congress—through the reporting process that is now currently in place?

Ms. PATENAUDE. As you know, our Strategic Plan—every year, we have an Annual Performance Plan, and from that document, we have an internal management tool, the Management Plan. The Management Plan is used to track our achievements at HUD. And with regard to external partners, I will commit to work very, very hard to make sure that there is accountability.

Senator ALLARD. I do think it is important that you do work with them, and I guess it can be carried to extreme, but on the other hand, I think we do have a responsibility on this side to make sure that programs function the way they are set up to function and that the taxpayer's dollar is not wasted and that we have a way of holding you accountable, because taxpayers and the American public will hold us accountable, too.

So, having said that, if there are no other questions from the Committee, I want to thank you, Pam, for taking the time to be before this Committee, and thank you for being willing to serve in this position. I think you bring a wealth of experience and look forward to working with you when—and I expect that you will be confirmed by the full Senate.

So again thank you, and I thank the Members of the Committee for their questions.

With that, we will adjourn the hearing.

[Whereupon, at 3:10 p.m., the hearing was adjourned.]

[The biographical sketch of the nominee supplied for the record follows:]



STATEMENT FOR COMPLETION BY PRESIDENTIAL NOMINEES
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Name:	Patenaude	Pamela	Hughes
	(Last)	(First)	(Other)
Position to which nominated:	Assistant Secretary for Community Planning and Development		
Date of nomination:			
Date of birth:	01 20 1961	Place of birth: Pittsburgh, Pennsylvania	
	(Day) (Month) (Year)		
Marital Status:	Married	Charles Raymond Patenaude	
Name and ages of children:	Caitlin Lisa	15 years old	2-14-1989
	Meghan Cynthia	13 years old	12-20-1990
	Jennifer Erin	11 years old	06-30-1992
Education:		Dates	Degrees
	Institution	attended	received
	Emmanuel College	9/79 - 5/80	N/A
	Saint Anselm College	9/80 - 5-83	BS
	New Hampshire College	9/94 - 3 -96	MS
	(Southern New Hampshire University)		
Honors and awards:	List below all scholarships, fellowships, honorary degrees, military medals, honorary society memberships and any other special recognitions for outstanding service or achievement.		
	Secretary's Award for Extraordinary Leadership – presented by Secretary Mel Martinez		
	Nominated as "New Hampshire's Most Powerful Women"		
	Profiled in <i>New Hampshire Magazine</i> May 1999		
Memberships:	List below all memberships and offices held in professional, fraternal, business, scholarly, civic, charitable and other organizations.		
	Organization	Dates	
	American Red Cross Greater Manchester Chapter – Board Member and Finance Chair	1996 – 1999	
	New Hampshire Community Development Finance Authority – Board Member	1994 – 1997	
	Bedford Planning Board – Secretary	1994 – 1997	
	Congressman John Sununu's Small Business Advisory Committee – Board Member	1997 - 1997	
	Bedford Economic Development Committee – Board Member	1994 - 1996	
	New Hampshire Board of Psychology – Board Member	1992 – 1994	
	New Hampshire Homebuilders Sales and Marketing Council - Chairman	1991 – 1993	
	Bedford Housing Advisory Committee – Chairman	1991 – 1993	
	Lowell Historic Preservation Commission - Board Member	1986 – 1988	

**Employment record:** List below all positions held since college, including the title or description of job, name of employment, location of work, and inclusive dates of employment.

US Department of Housing and Urban Development – 8/2001 – present, Assistant Deputy Secretary for Field Policy and Management  
 United States Senate – US Senator Bob Smith (R), Manchester, NH 12/1997 – 8/2001 State Director/Deputy Chief of Staff  
 New Hampshire Small Business Development Center, Manchester, NH 7/1996 – 12/1997 Marketing and Training Director  
 Manor Homes Builders, Inc. Bedford, NH 1988 – 1996 Vice President  
 US Department of Housing and Urban Development, Washington, DC 4/1984 – 7/1988 Special Assistant to the Deputy Assistant Secretary for Multifamily Housing,, White House Liason and Special Assistant to the Secretary, Executive Assistant to the Deputy Undersecretary for field Coordination  
 New Hampshire Housing Finance Authority, Bedford, NH – 7/1984 – 4/1985 Section 8 Administrator  
 US Department of Housing and Urban Development, Washington, DC – 9/1982 – 12/1982 Intern

#### **Government**

**experience:** List any experience in or direct association with Federal, State, or local governments, including any advisory, consultative, honorary or other part time service or positions.

US Department of Housing and Urban Development  
 New Hampshire Community Development Finance Authority  
 Bedford Planning Board  
 Bedford Housing Advisory Committee  
 New Hampshire Board of Psychology  
 Congressman John Sununu's Small Business Advisory Committee  
 United States Senate  
 Bedford Economic Development Committee

#### **Published**

**Writings:** List the titles, publishers and dates of books, articles, reports or other published materials you have written.

N/A

**Political****Affiliations**

**and activities:** List memberships and offices held in and services rendered to all political parties or election committees during the last 10 years.

Bush Cheney '04 New Hampshire volunteer  
 Martinez for US Senate '04 Florida volunteer  
 John Sununu for US Senate '02 New Hampshire volunteer  
 Elizabeth Dole for US Senate '02 volunteer  
 Craig Benson for Governor '02 New Hampshire volunteer  
 Mark Earley for Governor '01 Virginia volunteer  
 George W. Bush for President 2000 New Hampshire primary and general election volunteer  
 New Hampshire Victory 2000 finance committee member  
 Gordon Humphrey for Governor 2000 New Hampshire volunteer  
 Republican National Convention 2000 volunteer  
 John Ashcroft for US Senate 2000 hosted fundraiser in New Hampshire for the Senator  
 New Hampshire Republican State Committee -- executive committee member 1997 – 2001  
 Lucas for Governor 1998 New Hampshire volunteer  
 Bob Dole for President 1996 New Hampshire executive committee (mountaineer)  
 John Sununu for Congress 1996, 1998, 2000  
 Jack Heath for Congress (primary) 1996  
 Bill Zeff for Congress 1994  
 Bill Zeff for Governor 1996 (primary)  
 Ovide Lamontagne for Governor 1996  
 Bass for Congress 1996, 1997, 1998, 2000  
 National Federation of Republican Women

**Political**

**Contributions:** Itemize all political contributions of \$500 or more to any individual, campaign organization, political party, political action committee or similar entity during the last eight years and identify specific amounts, dates, and names of recipients.

Martinez for Senate \$1,000.00 – 2/10/04  
 Bush-Cheney '04 Inc. \$1,000.00 – 9/26/03  
 Bush-Cheney '04 Inc. \$500.00 – 10/07/03

**Qualifications:** State fully your qualifications to serve in the position to which you have been named.

I have twenty-two years of experience in the fields of housing, public administration, finance and community economic development at the local, state and federal levels of government, including eight years of service with the US Department of Housing and Urban Development. In my current capacity as a member of Secretary Jackson's senior leadership team, I am responsible for the management and oversight of the Department's eighty field offices located in ten regions across the country as well as coordination of Presidential and Secretarial Initiatives; such as, increasing homeownership opportunities for minorities, ending chronic homelessness, and encouraging participation of faith-based and community organizations in HUD's programs. I provided the leadership for the 2002 realignment of the

field structure in an effort to more clearly define the lines of authority and to enhance the field's ability to accomplish the Annual Performance Plan goals. This realignment shifted necessary human capital to HUD's four core program areas enabling HUD to better serve its clients and partners. I was the co-chair of HUD's first National Management Training Symposium in 2002 for the Department's 700 managers and executives. This symposium was designed to communicate and implement HUD's new Strategic Plan. I co-chaired the subsequent symposium in 2004, which focused on the results achieved through implementation of the new Strategic Plan and the President's Management Agenda.

Prior to my appointment as HUD's Assistant Deputy Secretary for Field Policy and Management, I served as State Director and Deputy Chief of Staff to New Hampshire's senior US Senator overseeing strategic planning and operations including constituent services and community outreach. I had the opportunity to work with local and state elected officials, as well as business leaders, on numerous economic development initiatives including the revitalization of Manchester's historic textile mills, the redevelopment of Pease Air Force Base and the mitigation of the closure of the paper mills in Berlin, New Hampshire. As Director of Marketing and Training for the New Hampshire Small Business Development Center, I developed numerous conferences, training and publications including a *Launch Manual for Entrepreneurs* to guide prospective small business owners with feasibility assessments, access to capital, market and financial analysis, cash flow management and operations.

I also have practical experience developing and marketing housing as Vice President of Manor Homes Builders, Inc. As a licensed real estate broker, I understand the complexities of housing construction, real estate finance and the critical importance of our Nation's Fair Housing Laws.

My experience with housing and community development extends beyond my professional career to my volunteer work. I served the town of Bedford, New Hampshire as the Secretary of the Planning Board, Chairman of the Housing Advisory Committee and founding Board Member of the Economic Development Corporation. I witnessed first hand the regulatory barriers that impede economic development and construction of affordable housing, as I worked with elected officials and citizens to create economic and affordable housing opportunities. As a member of the Board of Directors of the New Hampshire Community Development Finance Authority, I reviewed and approved applications from nonprofit community development organizations and municipal entities requesting state tax credits and capacity building grants.

In 1996, I received a master's degree in Community Economic Development from Southern New Hampshire University, affording me the opportunity to study housing and community development policy with national authorities in the field.

My career in public service began at the New Hampshire Housing Finance Authority where I administered the Section 8 rental assistance program.

I have the utmost confidence in my ability to fulfill the duties of Assistant Secretary of Community Planning and Development. I bring knowledge of the HUD organizational structure and programs, both in headquarters and the field; experience at the local level as to how the programs are applied; and appreciation for the governmental relationships and linkages between the executive and legislative branches. I believe I have the necessary combination of skills, experience, and academic credentials to make an immediate positive contribution as the Assistant Secretary of Community Planning and Development.

**Future employment relationships:**

1. Indicate whether you will sever all connections with your present employer, business firm, association or organization if you are confirmed by the Senate.

Current employer is Department of Housing and Urban Development and serve the President as the Assistant Deputy Secretary for Field Policy and Management.

2. As far as can be foreseen, state whether you have any plans after completing

government service to resume employment, affiliation or practice with your previous employer, business firm, association or organization.

I do not have any such plans.

3. Has anybody made you a commitment to a job after you leave government?

No

4. Do you expect to serve the full term for which you have been appointed?

Yes

**Potential conflicts of interest:**

1. Describe any financial arrangements or deferred compensation agreements or other continuing dealings with business associates, clients or customers who will be affected by policies which you will influence in the position to which you have been nominated.

None.

2. List any investments, obligations, liabilities, or other relationships which might involve potential conflicts of interest with the position to which you have been nominated.

My spouse is employed by Federal Home Mortgage Corporation (Freddie Mac). My dependent child and I own stock in companies that are involved in mortgage lending: Bank of America, Wachovia, Key Bank, and Chittenden Corporation.

3. Describe any business relationship, dealing or financial transaction (other than tax paying) which you have had during the last 10 years with the Federal Government, whether for yourself, on behalf of a client, or acting as an agent, that might in any way constitute or result in a possible conflict of interest with the position to which you have been nominated.

None.

4. List any lobbying activity during the past ten years in which you have engaged in for the purpose of directly or indirectly influencing the passage, defeat or modification of any legislation at the national level of government or affecting the administration and execution of national law or public policy.

None.

5. Explain how you will resolve any conflict of interest that may be disclosed by your responses to the items above.

Pursuant to 18 USC § 208, I am recused from participating personally and substantially in any particular matter that would have a direct and predictable effect on my spouse's employment with Freddie Mac. I have also agreed that, pursuant to 5 C.F.R. § 2635.502, I will not participate in any particular matter involving specific parties in which Freddie Mac is or represents a party unless I receive authorization in accordance with 5 C.F.R. § 2635.502(d). While I have been advised by HUD's Office of General Counsel that the banking sector investments described in questions two above do not need to be divested at this time, I have agreed that I will not participate in any particular matter that will have a direct and predictable effect on the financial interests of Bank of America, Wachovia, Key Bank, or Chittenden Corporation unless I first obtain a written waiver or qualify for a regulatory exemption.

**Civil, criminal and  
investigatory  
actions:**

1. Give the full details of any civil or criminal proceeding in which you were a defendant or any inquiry or investigation by a Federal, State, or local agency in which you were the subject of the inquiry or investigation.

I was never a defendant in any civil or criminal proceedings, nor was I ever the subject of any Federal, State, or local agency inquiry or investigation.

2. Give the full details of any proceeding, inquiry or investigation by any professional association including any bar association in which you were the subject of the proceeding, inquiry or investigation.

I was never the subject of any proceedings, inquiries, or investigations by any professional association.